

IN BOARD OF SUDBURY SELECTMEN

THURSDAY, JANUARY 9, 2020

Present: Chairman Daniel E. Carty, Vice-Chairman Patricia A. Brown, Selectman Janie Dretler, Selectman Jennifer Roberts, Selectman William Schineller and Interim Town Manager Maryanne Bilodeau.

The statutory requirements as to notice having been complied with, the meeting was convened at 7:00 p.m. at the Town Hall – Lower Level. Chairman Carty called the meeting to order.

Opening Remarks by Chairman

Chair Carty had no opening remarks.

Reports from Interim Town Manager

Interim Town Manager Bilodeau had nothing to report.

Reports from Selectmen

There were no Selectmen reports.

Consent Calendar

Appointment of William H. Solomon as Special Counsel for the purpose of legal services related to cable television license renewal with Comcast of Massachusetts

It was on motion unanimously

VOTED: At the request of SudburyTV, the Board of Selectmen hereby appoints William H. Solomon as Special Counsel for the purpose of legal services related to cable television license renewal with Comcast of Massachusetts, and authorizes the Interim Town Manager to execute a contract therefore, and documents relative thereto.

Congratulate Emily Fisher for achieving the Girl Scout Gold Award

It was on motion unanimously

VOTED: To enter into the Town record and congratulate Emily Fisher of Girl Scout Troop 66247 to be recognized at an Award Ceremony on Wednesday, Jan. 29, 2020, for having achieved the high honor of the Girl Scout Gold Award. Also vote to authorize the chair to sign a congratulatory letter on behalf of the Board.

Selectman Schineller congratulated Emily Fisher on her accomplishment.

Accept donation from the Sudbury United Methodist Church

It was on motion unanimously

VOTED: To accept, on behalf of the Town, a \$412 donation from the Sudbury United Methodist Church into the Cheri-Anne Cavanaugh Trust Fund, said funds to be expended under the direction of the Town Social Worker to counsel Lincoln-Sudbury Regional High School students, and to send a letter of appreciation to the Methodist Church.

Introduction of Town Manager Candidates

Present: Bernard Lynch of Community Paradigm Associates

Chair Carty thanked Mr. Lynch and Paradigm Associates for their contribution to the Town manager search. Chair Carty and the Board expressed their appreciation to the Sudbury Town Manager Screening Committee and alternates for their contribution in this effort, who were interviewing candidates on the Saturday before Christmas. He expressed special thanks to those who applied for the position.

The Town Manager Screening Committee members included Steve Garvin, Planning Board; John Hincks, Planning Board alternate; Susan Berry, Finance Committee; Scott Smigler, Finance Committee alternate; Silvia Nersessian, Sudbury Public School Committee; Kevin Matthews, LSRHS School Committee; Candace Miller, LSRHS School Committee alternate; Martha Welsch, Chamber of Commerce; John Beeler, Council on Aging; Carmine Gentile, Sudbury Housing Authority; Jan Costa, Historical Commission and Taryn Trexler, Historical Commission alternate.

Mr. Lynch stated that some 30 people applied for the Town Manager position, and the Screening Committee spent time going through resumes, the experience of the applicants, their backstories and narrowed down the list of candidates. He stressed at this time the market is very competitive. In preparation, Lynch stated that Paradigm Associates put together a packet for the Board in advance of the meeting that included references and candidate essays regarding their entry plan.

Mr. Lynch detailed the background of candidates Zachary Blake and Henry L. Hayes, Jr. He mentioned that the questions provided for Selectmen interviews are designed to prompt related discussion and suggested the Board include follow-up inquiries as well.

Chair Carty stated candidate Zachary Blake is currently the Chief of the Technical Assistance Bureau at the Division of Local Services (DLS) for the Commonwealth of Massachusetts and candidate Henry L. Hayes, Jr. currently holds the position of Base Command Chief Master Sergeant for the US Air Force, Hanscom Air Force Base.

Interview Town Manager candidate Zachary Blake

Selectman Dretler asked Mr. Blake why he was interested in the Town Manager position and how his knowledge and experience could benefit Sudbury.

Mr. Blake responded that he has worked for the Division of Local Services for thirteen years and has visited over 300 Massachusetts communities and gained a lot of experience from and knows what makes for a successful community and is able to build on such success. He indicated he would transfer those skills/aptitudes as Town Manager of Sudbury. Also, as a resident of Sudbury, he wants what is best for the Town, brings a strong collaborative team approach, and would work to continue the success of Sudbury.

Selectman Roberts asked Mr. Blake to describe his leadership style and to provide examples of his approach to working with a team and initiating change in a community to bring various interests to a consensus. She asked Mr. Blake how he would work to resolve conflicts/disputes and include an example.

Mr. Blake addressed the leadership question, stating that he brings a strong collaborative approach and wants to continue expanding the success of the Town. He affirmed that citizens of any community must be heard and that the facts are included in the decision made.

Mr. Blake affirmed he maintains the ability to pull people together regarding different issues, which is key to local government success. He stressed proficiency in subject matter particularly in the areas of financial management and economic development.

Mr. Blake stated that he inspires his team through an entrepreneurial spirit and encourages them to solve problems, maintain an “intellectual curiosity,” and develop new skills. A Town Manager should always be learning and would inspire that spirit with the team.

Mr. Blake commented that distressed communities in particular often present an unwillingness to successfully address problems. He tries to identify “change agents” within the community to introduce new approaches and work with people to advance their skill sets. His department then trains on a one-on-one basis.

He described a situation where he worked in which six communities in western Massachusetts explored opportunities to regionalize. He designed a financial management program to oversee the management of those six communities. He stressed that the project reflected a great example of pulling professionals together for a joint cause, but his project never reached completion. However, the project did set the groundwork for another advanced regionalization opportunity and an intermunicipal agreement was put in place to maintain a shared police department and economic development director.

Chair Carty opined about the regionalization of Lee, Lenox and Stockbridge and asked about that conflict resolution process.

Mr. Blake explained that the communities of Lee, Lenox and Stockbridge had long-term Town Administrators who were retiring and efficiencies were being sought. DLS presented a strategy which advocated for shared, regionalized town administration. Mr. Blake stressed the importance of consensus early in a project, noting that the three communities are very different. Stockbridge decided to continue with their own town management approach. He stressed that DLS was successful, however, with implemented regionalization and shared governance in the towns of Lee and Lenox.

Selectman Roberts asked how prioritization takes place in distressed communities. Mr. Blake responded that he is a member of a national working group which examines distressed communities. DLS is not entirely organized at the state level to adequately address a community holistically.

Selectman Schineller asked Mr. Blake if selected to be the Town Manager, what challenges did he anticipate, what concerned him the most and the least. And, as the state’s chief of local technical services, to describe implementation of programs and initiatives.

Mr. Blake responded that he understands the weight of responsibility of a Town Manager and has counseled numerous town administrators and managers throughout his career. He acknowledged that running a \$100M operation with nearly 200 employees is a big deal and that he would take such responsibility very seriously and would work on getting to know every aspect of the position. He acknowledged that one challenge would be getting to know the organization (the Town of Sudbury) assuming the position in mid-fiscal year with an upcoming May Town Meeting and a budget that needs to be monitored and to prepare for the next fiscal year. He stated he was a compassionate, caring person who forms relationships fairly easily and is a strategic thinker by nature. He stated that through the skills that he has developed by working with other communities across the state that he is quick to identify challenges and the resources needed to solve those challenges.

Mr. Blake spoke of the Massachusetts Early Intervention Initiative that he wrote about in his essay response which his team developed and implemented. He explained the process involved with identifying distressed communities across the state and then the process to reach consensus about how to assist those communities and pull together available resources.

Chair Carty asked Mr. Blake to explain what DLS (Division of Local Services) provides the Towns and what DLS is all about. Mr. Blake responded that there 52 people employed at DLS and there are five bureaus within DLS and much of the work done is regulatory in nature, including certifying free cash, setting of tax rates, and an audit of the 5-year certification of properties values. He manages a five to six-person team of financial management professionals who regulate and implement best practices for community capital planning,

forecasting, budgeting and assist distressed communities in the state. He affirmed that DLS also trains community officials.

Mr. Blake described how DLS works along with other members of the Bureau to help communities understand what is driving the issues and offering practical, constructive recommendations through reports and presentations.

Selectman Dretler inquired about Mr. Blake's municipal finance experience and asked him what he felt the most exciting prospect involved with becoming a Town Manager.

Mr. Blake responded that he possessed local municipal finance experience on many levels and would look forward to helping the town to cultivate a vision around what the community is and to identify what the challenges are and using his skills to help the Town solve various issues.

Vice-Chair Brown asked Mr. Blake to describe his municipal finance management experience, including any implemented programs or practices/proposals that reduce costs while still providing excellent services.

Mr. Blake responded he has spent 13 years addressing financial management issues in Massachusetts cities and towns focusing on establishing financial policies, financial forecasts, designing capital improvement programs, and helping communities put together operating budgets. He has worked with dozens of communities in implementing financial management aspects and would examine the budget, financial policies and capital projects in Sudbury with special emphasis on Sudbury's \$80M in capital needs which has very little in debt inside operating budget to pay for the capital needs on a rolling basis. Mr. Blake stated that if he's selected that he looks forward to being able to strategize on how to meet with those needs without burdening the taxpayer.

Vice-Chair Brown inquired about individualization of various communities.

Mr. Blake responded that the goal was in two parts:

- To provide practical guidance
- To engage that guidance and see towns adopt best practices by individualizing and designing the product around solving the problems for the community

Selectman Dretler inquired about benchmarking against other towns. Mr. Blake responded that benchmarking was not his favorite practice and stressed that each community is unique. He did acknowledge that DLS does utilize benchmarking when reviewing economics of peer communities such as communities like Concord, Wayland, Bedford and Dover. He said this practice informs the discussion to see if Sudbury is in line with other communities.

Selectman Schineller queried about reducing capital costs and still providing excellent services. Mr. Blake commented that technology and utilization of financial software is vastly undervalued. He stressed that duplication of effort in various communities could be reduced by incorporating financial software technology.

Chair Carty asked about Mr. Blake's project management experience. Mr. Blake noted that for the past 13 years he has focused on project management within individual communities and is now leading the technical assistance program at DLS. The scope is the first aspect that DLS considers, a defined timetable considering necessary milestones, and then the projects are delivered. He apologized for the lateness regarding the Sudbury project, and stated that through a Code of Conduct he is not allowed to be involved and a request for input on capital funding from last spring, and explained there was an associated DLS system failure.

Regarding other projects, Mr. Blake stated that one individual can derail a project and DLS attempts to listen to everyone. Mr. Blake provided specific examples such as professional development, public relations, and presentation skills.

Selectman Roberts commented about interaction with town staff and committees and asked how interaction with citizens helps to encourage change. Mr. Blake responded that DLS works with professional staff, elected and appointed committees and does not generally interact with citizens groups to any great extent because typically it is the Board of Selectmen who requests DLS involvement and citizen groups can deter the proposed process due to their different agendas.

Selectman Dretler asked how Mr. Blake would motivate employees, and to provide an example of organizational enhancement. Mr. Blake answered that he leads a team of five professionals. He is currently responsible for performance evaluations at DLS and interacts with that group via feedback. He mentioned annual performance evaluations and goal setting, and stressed the importance of listening to employees via one on one monthly meetings and offering opportunities for professional development.

Chair Carty asked how Mr. Blake interacted with union members and queried about interactions with any troubled employee or the firing of such employees. Mr. Blake stated that his staff are union employees. He confirmed that he did not have to fire any individuals at DLS, adding that he did have to fire particular employees before his current position. He conducts open negotiations and sets expectations.

Selectman Roberts asked Mr. Blake about economic development and how he would attract business growth in Sudbury. She inquired about his vision for economic development in Sudbury. Mr. Blake commented he was not an economic development expert. He came from a family of entrepreneurs, and focused on government working with business groups understanding what the Town might do to streamline ease of process for businesses. He mentioned the successful economic development strategy in the town of Hudson. He would study Rte. 20 business growth in respect to traffic/infrastructure, and include the regional planning agency and internal planning assistance to help solve issues.

Selectman Dretler mentioned the new Master Plan for the Town of Sudbury and asked about Mr. Blake's thoughts regarding this process. Mr. Blake stated the Master Plan is reflective of community visioning and recommended that the Board start identifying related expectations. He indicated that an expectation might include strong financial management which he could assist with on a yearly basis.

Selectman Roberts spoke of ideas/experience with regard to housing opportunities for entry-level buyers and Sudbury seniors who are seeking to reduce housing costs. Mr. Blake recognized that housing was a sensitive topic and indicated that it was about balance. He stated that Sudbury was fortunate to have met it's 40B threshold. He addressed the senior population and the outstanding senior exemption program in the Town of Sudbury. He recognized the need to continually strategize to maintain the affordable housing inventory.

Selectman Schineller asked Mr. Blake about his community housing experience. Mr. Blake responded that he had served as a Community Preservation Committee member in Newton which provided him with considerable experience.

Selectman Schineller inquired about Mr. Blake's experience expanding internal and external communications and asked how he would expand such communications in Sudbury.

Mr. Blake spoke of his open-door policy with employees at DLS, monthly team meetings, senior management meetings and e-mails. He stressed that as Town Manager, he would implement a community communications policy with enhanced website, social media and traditional modes. There would be regular communications via the website, and the Town budget would be located on the site and provide easily understood language. Transparency and frequency of Town information would be most important to Mr. Blake.

Selectman Dretler inquired about communication with other communities related to projects that impact Sudbury. Mr. Blake mentioned the proposed Fairbank community center and stated that the town of Dover has similar challenges and he shares dialogue with the Dover Town Administrator. He stressed the importance of maintaining

such relationships and agreed that communication and sharing of information with other town representatives is beneficial for both towns and should be regarded as valuable resources.

Selectman Roberts asked how existing contacts in state government could be leveraged. Mr. Blake agreed his relationships with various financial associations in the state would be helpful. He mentioned his relationship with Massachusetts Highway and Green Communities and personal relationships he's had with members of many Massachusetts professional organizations. He suggested that membership in Municipal Management organizations/workshops would be beneficial for town leadership and staff.

Vice-Chair Brown asked about maintenance of openness and control. Mr. Blake stated that achieving such balance was critical, and regular discussions with the Board of Selectmen would be essential. He discussed as an example trying to solve a problem that an individual resident might bring to his attention and identifying the resources that the town has to solve the issue.

Vice-Chair Brown asked about Mr. Blake's approach to goal setting for staff and himself and how he might prioritize multiple goals. Mr. Blake responded that he and staff would meet as a team and design "S.M.A.R.T." goals, a timetable and implement a matrix of what those goals might be. In regard to prioritization, Mr. Blake recommended working with staff to first define those easily attainable goals, then identify goals with some difficulty and lastly, clearly define two or three goals that pose considerable difficulty. He stated that training was a huge issue throughout the state particularly as baby boomers retire and new people were coming in and suggested attendance at an MMA Conference be a possible solution.

Chair Carty stressed the importance of the education system in Sudbury and asked Mr. Blake about his vision regarding relationships with school districts and the ongoing Board of Selectmen goal of "cracking into" the LSRHS agreement. Mr. Blake mentioned his experience with similar revenue sharing agreements and affirmed that such implementation would require regularly scheduled meetings with school superintendents and school financial managers. He suggested that in order to achieve a successful LSRHS agreement, the Sudbury and Lincoln School Committees must have meetings with their Boards of Selectmen. He stressed that productive dialogue leads to resolution.

Selectman Schineller inquired about Mr. Blake's experience with regional school districts. Mr. Blake stated that each regional school district is unique and that he partnered with DESE to understand what aspect of an existing agreement worked and what didn't work. He would then work to collectively resolve this problem.

Selectman Dretler asked about a proposed "entry plan" and how long it might be before Mr. Blake would get up to speed regarding Sudbury governance. Mr. Blake indicated three to six months would be an adequate period in order to really understand all aspects of the position. He would want to sit down with each Board member and with senior department heads and others to review and address expectations.

Selectman Schineller asked Mr. Blake if he had questions/comments.

Mr. Blake asked the Board members how they defined the concept of success for the Town.

Selectman Schineller defined success as financial with clear understanding of rate of growth as it relates to the Town budget. He indicated that services received by residents was very important.

Selectman Dretler stressed the importance of residents having a voice, regardless of the outcome of a given situation and did residents have the appropriate information to understand why decisions were being made.

Selectman Roberts emphasized the importance of offering a good quality of life for residents at all stages of life. She noted that strong financial management, infrastructure investing, preservation of historical sites/land/character, housing and other considerations were of prime importance.

Vice-Chair Brown commented about the effective use of resources such as financial management and senior management and staff. She indicated the wise use of resources and thorough understanding of those resources was critical.

Chair Carty emphasized that if the Town can achieve goals by collaboration and advisory measures, then success has been achieved.

The Board thanked Mr. Blake for his interest in the position, and the interview concluded.

Interview Town Manager candidate Henry L. Hayes, Jr.

Selectman Dretler asked Mr. Hayes why he was interested in the Town Manager position and how his knowledge and experience could benefit Sudbury.

Mr. Hayes responded he had been in the Air Force for some 29 ½ years, is the Chief Master Sergeant and serves directly with the Installation Commander at Hanscom Air Force Base. He spoke briefly about his prior experience as a First Sergeant in the Human Resource world deals with the challenges and celebrations in people's lives as well as events and activities that supports the population. He added his previous assignment titles were First Sergeant at the Pentagon and Combat Commander. He asked the former Bedford Town Manager what his role is related to and he has made some adjustments in his education track as his contract with the military has come to an end.

Selectman Dretler stated that her family was in the Air Force for some twenty years, twenty years in the Navy and her father was Master Sergeant. She thanked Mr. Hayes for his service. Selectman Dretler asked Mr. Hayes how he supports the community and how would that translate to Sudbury.

Mr. Hayes responded that he met with the military housing group. The land is owned by the military; the housing is leased from an independent company. Mr. Hayes proposed the establishment of a Resident Council which he would lead to represent residents in conjunction with both the military and the independent landlord. He mentioned the team has responsibility for the Parks & Recreation, a civil engineering DPW-like section, which is similar to Town departments. He sees the Hanscom community as facing the same challenges as a town.

Chair Carty asked how many are in the Hanscom community. Mr. Hayes responded that Hanscom has a daily population of 10,000 people that live, work or play on the installation and there are 731 homes within the installation.

Selectman Roberts asked Mr. Hayes to describe his leadership style and how he works with a team/organization to deal with change within a community or bringing various opinions to a consensus. She asked how Mr. Hayes works to resolve conflicts and disputes and to include such an example. Mr. Hayes stated that his goal includes connecting people and systems. He stated he was a win-win-win person and that is his default posture. He holds a Superintendent's meeting once a month, which includes other representatives of other installations and other military organizations in upper New York, such as the Marine Corps, the Army, Navy and the Coast Guard, to unify the community and discuss common issues and challenges.

Selectman Roberts asked for an example of a particular polarized issue where different opinions were expressed. Mr. Hayes mentioned meeting monthly with representatives of private groups including two new groups: Airmen and non-commissioned officer group. He suggested these groups might unify. He detailed the representatives agreed initially, and then one member strongly opposed the concept. After further discussion additional membership disputed the unification concept. Mr. Hayes then responded that the groups should continue independently for two months, and then report back. If they still wanted to continue independently, he would drop the issue. Two months later based upon their experience, the groups agreed to unify.

Selectman Schineller queried about this role being Mr. Hayes first position of municipal management and asked Mr. Hayes about associated challenges that he might anticipate and related experiences he had to draw upon. He

asked Mr. Hayes about municipal law/regulation training/preparation. Mr. Hayes stated the greatest challenge involves finances. He explained that he did not own the Air Force military budget, but that he works for the Commander and advises the Commander. Mr. Hayes stated has not owned the budget. He was confident with that with guidance from the experienced Town professionals (BOS, Police, Fire, DPW, etc.) and meetings he would gain an understanding and continue to learn and advance his capabilities.

Mr. Hayes stated he reviewed the Town charter and two bylaw documents on the Town of Sudbury website and spoke of corresponding Air Force regulations/instructions. He added he would consult with Town Counsel for guidance as well.

Chair Carty asked about current interaction with local towns. Mr. Hayes responded interactions with the town of Bedford are most intensive, noting his participation with the town and his membership on the Bedford Veterans' Affairs Hospital. He mentioned attendance at the Bedford Town Meeting.

Chair Carty asked Mr. Hayes, based on his own words that Mr. Hayes said the Town Manager position would be a "steep climb" and queried regarding about other career "jumps." Mr. Hayes noted that the most intense jump reflected his advancement from Command 1st Sergeant to Command Chief. He detailed that he attempted to reject the role because as a 1st Sergeant he became intimately familiar with the pain of people. He assumed the role of 1st Sergeant in 2005 and came to Hanscom in August of 2017 and he said he had to deal with some heavy things and he figured if he could have a lesser role going back and he now realizes that such a professional leap served him well. He stressed that he is built for and has handled such changes.

Vice-Chair Brown inquired about Mr. Hayes experience with municipal finance management, including skills or practices that he has implemented that would help reduce Town costs while still maintaining excellent services. Vice-Chair Brown further asked that given Mr. Hayes didn't have any municipal management experience, could he expand upon programs that he has provided that contained costs or provided services. Mr. Hayes acknowledged he did not have municipal finance experience and stated that in the Air Force the budget is given to them. They currently operate under an allocation type process. He emphasized the innovation aspect within the Air Force with a focus on efficiency when undertaking larger projects, such as building, installation and upgrading of utilities. He added that the operational budget is the ultimate responsibility of the finance director and a team who interacts with all the cost centers and is involved with such planning, input, and determination of excess funding. He mentioned the funding for military safety gear when working outside in the cold New England weather, best protection measures for dog handlers and animals and his direct input resulting in effective use of such allocated funding. He also cited the relocation of airmen from dormitory-style living into a new building. Within the facility utilization working group he has focused on finding improvements to replace deficiencies in that new building – the "airmen chill center" instead of a day room.

Vice-Chair Brown confirmed the Federal Government financing process was different and Air Force management must work with the funds allocated.

Mr. Hayes explained the spend plan concept for additional military funding as well as documented justification for such allocation outside of the normal budget. Mr. Hayes said they always make plans for more than what they have, and always try to conserve as much as they can so they can utilize it appropriately along the way. He stressed that provided funding must be spent to get to zero because it may impact future years.

Vice-Chair Brown confirmed with Mr. Hayes that in regard to the budget there is a finance team that helps and Mr. Hayes is involved with them and works with them and that it is a team effort. Mr. Hayes agreed with that assessment and noted that budget involvement occurred monthly with the senior leadership.

Selectman Schineller confirmed that Mr. Hayes hasn't set the budget in his current role but is "close to the ground" in managing to the budget with departments. Mr. Hayes agreed.

Selectman Dretler asked what Mr. Hayes might plan to do in emergency situations that arise in the Town. She requested a similar emergency situation which Mr. Hayes experienced. Mr. Hayes described the recent emergency at the military recreation site, Fourth Cliff, in Scituate, MA. A storm destroyed the water line on federal property supplying Scituate. He explained the assigning the associated costs, engineering, permitting, and environment considerations that were incurred during this major emergency situation and the cost share implications between the Air Force and the engineering group associated with this emergency.

Chair Carty asked about large projects that Mr. Hayes may have been involved with. Mr. Hayes answered that aircraft scheduling, tracking of mechanicals for missions and the supply chain end up being potential lags in the process from an engineering standpoint. The engineers have their own systems they utilize. Securing essential future year funding is critical. He also referenced the implementation of the "Airmen Chill Center" and strict management of the opening timeline and staying on budget.

Chair Carty asked about monitoring of such projects.

Mr. Hayes responded that these projects require constant monitoring/inspection and could not fall into dormancy.

Selectman Dretler inquired about personnel management, interaction and training of employees and how morale can be bolstered, and asked for an example. Mr. Hayes responded that he follows the principle of servant leadership. He likes to inspire wants to understand what is important to them and seeks to train them as funding allows. He described himself as an "intrusive leader". He stressed that the intense stereotypical image of military management is not the reality and he went on to give an example of his executive assistant going back to school.

Selectman Dretler asked Mr. Hayes what related challenges he might face in Sudbury. Mr. Hayes stated that finding a place to live with his family would be a challenge, as well as familiarizing himself with Sudbury staff and guidelines/terminology.

Selectman Roberts asked about experience with economic development including specific examples addressing how to attract business growth that is appropriate for the community. She asked what the candidate's vision is regarding appropriate economic development for Sudbury. Mr. Hayes replied that they are currently looking at public/private operations to bring to Hanscom Air Force base. He mentioned the change of vendors at the AP store and the inclusion of new food vendors at the Community Commons in coordination with the Health Department. He mentioned his understanding of the Middlesex 3 project and stressed his appreciation of the preservation aspect and the balance with business growth.

Selectman Roberts asked Mr. Hayes if vendor revenues have increased at the base and if it impacts the base. Mr. Hayes responded the revenue flow is considerably different and his goal involves the level and quality of provided services to the community.

Selectman Roberts asked Mr. Hayes about his experience with increased housing opportunities for entry-level buyers and seniors seeking reductions in housing costs. Mr. Hayes explained that military members receive housing stipends and noted that the 10% affordable housing ratio must be considered as well. Currently there are 731 homes on the base and their housing professionals help find affordable housing for those who need it. He acknowledged that mistakes are sometimes made and therefore it is critical that the Hanscom Housing Department and Legal Counsel conduct appropriate discussions to ensure that families have sufficient housing in order to do their assigned jobs.

Selectman Schineller stated that Mr. Hayes hasn't been a creator of affordable housing but the need for affordable housing and the impact on people resonates with Mr. Hayes. Mr. Hayes added that Hanscom has the highest stipend for childcare in the US, which he endorsed and promoted.

Selectman Dretler asked if Mr. Hayes was familiar with the Sudbury Housing Trust and the Sudbury Housing Authority, Town Social Worker and noted that the mentioned Town organizations help identify such residents.

Selectman Schineller asked how Mr. Hayes communicates with both internal and external audiences and ideas about expanding communication in Sudbury.

Mr. Hayes spoke of utilization of email, apps, Facebook and newspapers. He explained that he utilizes apps and conducts a “Chat and Chew,” and opens his office for lunch monthly on a variety of topics.

Vice-Chair Brown asked Mr. Hayes to describe his approach to goal setting for staff and himself, and how to prioritize goals with examples. Mr. Hayes stressed focusing on high priorities and mentioned that if a project could not be funded then it’s best to address the project with what is available. He stressed flexibility and the ability to shift priorities due to changing circumstances.

Mr. Hayes stated he had reviewed the Selectmen’s goals and appreciated the efforts made in order to accommodate changes in priorities. Mr. Hayes stated that if something is identified as a goal that there needs to be a systematic way of tracking it and that appropriate updates are given so the goal doesn’t slow down inappropriately.

Chair Carty asked Mr. Hayes how many people were under his direct supervision.

Mr. Hayes replied that one person reports to him directly, his executive assistant, and the leadership suite includes four leaders, the commanders, deputies, and a commander’s action group (some five people). He emphasized that he is the Hanscom command chief and not just the organizational command chief. His responsibilities involve guidance of all leaders and personnel on base and he has input and interchange with both the two-star generals.

Chair Carty inquired about goal setting process that Mr. Hayes is involved with and asked what the municipal equivalent to an Air Force superintendent was. Mr. Hayes described how he would implement a financial education project and indicated he would present to the commanders/senior officers how to meet the specific needs addressed by such a project. Mr. Hayes stressed the importance of communications. He stated that for a DPW type project, for example, the superintendent is the equivalent of a DPW director.

Chair Carty asked Mr. Hayes about his vision regarding education and the relationship he would maintain with the two Sudbury school systems and the two school superintendents. Mr. Hayes responded his mother was an educator and stressed his primary expectation would be the advancement of education. One of his responsibilities was formerly in an education organization within the Air Force.

Chair Carty inquired about the proposed relationships with school superintendents in Sudbury. Mr. Hayes stated he doesn’t understand how it currently works but he would first research the current school dynamics and the whole situation. He detailed the education agreement between Hanscom Air Force Base and the town of Lincoln.

Chair Carty commented about the Lincoln-Sudbury School District agreement which had not been updated for many years. He asked Mr. Hayes about prospective challenges involved with the agreement. Mr. Hayes commented that the ultimate goal regarding the agreement would be fairness regarding cost sharing. He acknowledged that he would be in discussion with Town Counsel in this regard mentioned his familiarity with METCO funding agreements. He stated that the ultimately LS agreement goal would be unification.

Selectman Dretler asked Mr. Hayes about his “entry plan.” She asked for further explanation of the immersion timeline as mentioned by Mr. Hayes. Mr. Hayes stressed the importance of initially visiting the Town organizations/departments and meeting with all department heads and Town Counsel.

Mr. Hayes responded the timeline would be dependent on the employment start date and stressed the timeliness in preparation for May Town Meeting.

Selectman Roberts asked Mr. Hayes if he had questions for the Board.

Mr. Hayes referred to his entry plan essay and stated that he functions under a principle of “see and don’t see, hear and not hear, know and not know, love like you’ve never been hurt.” He provided a story involving a situation where he overheard comments from an airman on the base. He anticipated being able to ask a question of the Select Board at a later time.

The Board thanked Mr. Hayes for his interest in the position, and the interview concluded.

Evaluate candidates, and possibly vote to authorize the consultant (Bernard Lynch) to make a conditional offer to the candidate of choice; or, to take other action to further the search process

Present: Bernard Lynch of Community Paradigm Associates.

Selectman Schineller endorsed Henry Hayes as the preferred Town Manager candidate in consideration of his accomplishments and interactions with people.

Selectman Roberts expressed her support for Zachary Blake. She stressed Mr. Blake’s municipal financial management experience, communication skills and professional contacts. She felt Mr. Blake had a broad knowledge of the fundamentals of what it takes to run a town and the issues we are facing in Sudbury. She liked his question about how the Board would define success which is qualitative as well as a defined question that spoke to his project management, metrics and budget experience that is very important. Selectman Roberts acknowledged Mr. Hayes’ experience and her utmost respect for his military service. Mr. Hayes’ had some transferable experience, but it was difficult to determine what that experience was based on his responses. Selectman Roberts felt that it was too big of a leap for Mr. Hayes to come to Sudbury with all of the pressures the town is facing and took note that he did not have a question for the Board at the end of the interview. She felt more comfortable having Sudbury in the hands of Mr. Blake.

Vice-Chair Brown endorsed Henry Hayes and noted that the management experience possessed by Mr. Hayes was considerable.

Selectman Dretler endorsed the appointment of Zachary Blake stressing the importance of securing a candidate with a strong municipal finance foundation. She indicated that the Town Manager position would be a stretch for Mr. Hayes because Sudbury is a mature community with complex issues as it relates to creative funding. She stated that it was identified in the materials the Board received that there were some knowledge deficits in important areas for Mr. Hayes. Selectman Dretler felt that it was important to have a municipal finance knowledge base in order to implement complicated financial goals and to bring them to Town Meeting that the Town Manager needs to be able to present the information in a way that the community can understand and believe in. Mr. Blake came across as a true team leader, was very calm, took responsibility for any failures, if any, and was able to articulate and define problems and demonstrate his areas of success that resonate with those of Sudbury. Mr. Hayes indicated that he didn’t understand the LSRHS agreement which is a high priority goal for the Board. Mr. Blake did understand the issues related to the agreement. It was important to have a Town Manager who has municipal expertise.

Chair Carty supported appointment of Henry Hayes and recognized that both candidates were qualified and the post presents challenge for both candidates.

Selectman Dretler stated that Selectman Brown mentioned that Mr. Hayes had held a lot of roles and Selectman Dretler would like to see someone in the position for a long time.

Selectman Roberts stated that she found the Board treating the candidates slightly differently. She said there was some fundamental base knowledge that wasn’t there with Mr. Hayes but she did acknowledge that he had probably had a great future, but it felt like a leap for community as complex as Sudbury.

Chair Carty moved to appoint Henry L. Hayes, Jr. to the position of Sudbury Town Manager. Selectman Schineller seconded the motion.

It was on motion unanimously

VOTED: To appoint Henry L. Hayes, Jr. to the position of Sudbury Town Manager.

Selectman Roberts asked Mr. Lynch about the goal of consensus when a Board is not aligned. Mr. Lynch said it wasn't entirely unusual to have a split on the Board but said it is commonplace that one the decision has been made to rally behind the candidate. Selectman Roberts didn't doubt that would happen and commented that training of Mr. Hayes would take considerably more time and staff participation.

Selectman Dretler said if it was the will of the Board to select Mr. Hayes, she would support it and that she acknowledged that senior staff would train him and help him understand the issues in Town. She reiterated that it was a stretch but she would help Mr. Hayes learn about the issues as she expected the rest of the Board would as well.

There being no further business, the meeting adjourned at 9:14 p.m.

Attest: _____

Maryanne Bilodeau
Interim Town Manager-Clerk

01/09/20 Documents & Exhibits

1. Bernard Lynch of Community Paradigm Associates to provide brief opening remarks and introduction of Town Manager candidates.

Attachments:

1.a Sudbury Finalists Report

2. Interview Town Manager candidate Zachary Blake.

Attachments:

2.a Blake_Redacted

3. Interview Town Manager candidate Henry L. Hayes, Jr.

Attachments:

3.a Hayes (dragged)_Redacted

4. Evaluate candidates, and possibly vote to authorize the consultant (Bernard Lynch) to make a conditional offer to the candidate of choice; or, to take other action to further the search process.

5. At the request of SudburyTV, the Board of Selectmen hereby appoints William H. Solomon as Special Counsel for the purpose of legal services related to cable television license renewal with Comcast of Massachusetts, and authorizes the Interim Town Manager to execute a contract therefore, and documents relative thereto.

Attachments:

5.a Scope_of_services_Comcast_renewal

6. Vote to enter into the Town record and congratulate Emily Fisher of Girl Scout Troop 66247 to be recognized at an Award Ceremony on Wednesday, Jan. 29, 2020, for having achieved the high honor of the Girl Scout Gold Award. Also vote to authorize the chair to sign a congratulatory letter on behalf of the Board.

Attachments:

6.a Girl Scout invite

7. Vote to accept, on behalf of the Town, a \$412 donation from the Sudbury United Methodist Church into the Cheri-Anne Cavanaugh Trust Fund, said funds to be expended under the direction of the Town Social Worker to counsel Lincoln-Sudbury Regional High School students, and to send a letter of appreciation to the Methodist Church.

Attachments:

7.a SUMC donation